

Answers to RFP bidder questions: **Project Management**

6/30/23

1. Section III states “support and manage other project consultants/contractors and budgets (communications, marketing, and additional research teams)”. Would you elaborate on the number of other project consultants and “additional research team” and their purposes? How much time are they contracted for and what are their budget amounts? We have read the communications RFP, but am wondering about additional consultant details?
  - a. **The consultant awarded the Project Management RFP will not hire or supervise the performance of other consultants; this is the responsibility of the core team. We expect the consultant awarded the Project Management RFP to coordinate the core team, steering committee, working groups, other consultants (a communications consultant; a marketing/branding consultant) and research teams (who will complete baseline economic impact study and other studies referenced in Addendum A) to align all work in order to deliver the Roadmap on time and stay on budget. The consultant awarded this RFP will be expected to stay up to date with other consultants’ and teams’ work, provide input to them when appropriate, and coordinate the integration of their work into the Roadmap.**
2. Maybe a question on more details of what they are thinking of for economic research, data analysis.
  - a. **A baseline economic impact study will be completed by the University of Maine as part of the Roadmap.**
3. Is the Steering Committee already formed?
  - a. **The Steering Committee formation is in process.**
4. Has data already been collected or is there a need for data collection? If it has not is it the expectation that the bidder will do both the data collection and analyses and project management or will the data collection be a consultant contract?
  - a. **Priority is on design and management of the process to develop the Roadmap, coordination of other partners involved in completing research, gathering stakeholder input, and synthesizing findings into the Roadmap, as described in Section III of the RFP. Refer to Question 9 regarding research that is contracted, initiated, and completed.**
5. Is it expected that the Project Manager will write the roadmap?
  - a. **Yes, we expect the consultant awarded the Project Management RFP to write the final Roadmap document.**
6. Will this project include any implementation?

- a. **Yes.**
- 7. Can you give an example of what this might look like: “The committee may select project components from multiple proposals and seek to arrange opportunities for collaboration between suppliers.”?
  - a. **Our intent and preference is to select a single bidder. We included this language in the RFP because we want to have the opportunity to capture innovative approaches to this project.**
- 8. Have working groups and participants been determined or will that be developed once the project manager is in place?
  - a. **No. We expect working groups to start to form in Fall of 2023.**
- 9. Are there any reports or research already contracted, initiated or completed?
  - a. **Yes. An economic impact study has already been contracted. A needs assessment of the innovation/entrepreneurial ecosystem for Maine outdoor recreation businesses has been completed. The core team has also compiled roughly 20 existing reports that should inform the Roadmap.**
- 10. The proposal would lead one to think that the focus is on recreation, outdoor merchandise suppliers, and developing outdoor educators. Will providers of outdoor education to students (typically visitors to Maine) be included as stakeholders? Examples: camps and Outward Bound, etc. For that matter, people come to Maine for all types of educational experiences BECAUSE it is in Maine.
  - a. **Yes**
- 11. Are there any other successful initiatives like this one in other states across the country?
  - a. **Many states are developing and implementing various strategies to grow their outdoor recreation economies, in particular those states that have signed the [Confluence Accords](#).**
- 12. Is it the responsibility of the project management consultant to also complete the analyses outlined in Addendum A, or is the scope limited to project management of the process and the other partners involved in completing analyses in Addendum A?
  - a. **Priority is on design and management of the process to develop the Roadmap, coordination of other partners involved in completing research, gathering stakeholder input, and synthesizing findings into the Roadmap, as described in Section III of the RFP.**
- 13. Would the cover page, cover letter, table of contents, and brief CVs of each team member count in the 20-page limit?
  - a. **Yes.**
- 14. Focus groups are mentioned (along with studies several times in the RFPs). Is the intention that the hard costs (OOPs) for focus groups or studies come from this \$250,000 allocation or would be coming from a separate budget?

- a. **Through a separate budget.**
15. The RFP requires close engagement with the Core Team and Steering Committee.
- a. How often does this group meet? **The Core Team meets weekly or biweekly. The Steering Committee will meet quarterly.**
  - b. Where does the group meet? Can these be virtual meetings? **Most meetings are virtual.**
  - c. Is it anticipated these meetings fall within “working hours” (9-5) or evenings? **Working hours.**
  - d. Do travel costs for these group meetings need to come from \$120,000? **For the consultant team, yes. For the Steering Committee and Core Team members, no.**
16. Addendum A, Priority A. requests development of a branding and marketing initiative to communicate and market Maine’s outdoor recreation industry. Is the expectation that this deliverable is the development of a plan only or is the expectation that the plan would be executed within the scope of this RFP?
- a. **The intention is to develop a branding and marketing plan and begin to execute at least some parts of it during the Roadmap development process.**
17. Is it the intention for the roadmap vendor [Communications and PR consultant] to develop assets, media plan, etc and the project management vendor [Project Management consultant] to execute? Or do these two work together (collaborate) until project completion?
- a. **The consultant awarded the Project Management RFP will collaborate with the Communications/PR consultant and the Core Team.**
18. Are there barriers to one vendor being awarded both contracts?
- a. **No.**
19. Can a vendor bid on both?
- a. **Yes.**
20. With budget in mind, is there an opportunity to prioritize specific priorities in year 1 & 2? (specifically, A, B, C, D). Additionally, they are listed in order, but would they all receive equal weighting?
- a. **Yes, there is an opportunity to prioritize. We would also discuss the weighting, if any.**
21. The RFP states that part of this scope of work is to manage the other consultants for marketing, communication, and branding. This could be a small or large line item so I wanted to learn more about what this would entail.
- a. **See Question 1.**

22. What is the balance of the following aspects of “outdoor recreation economy” for this project: products/manufacturing, education/jobs, infrastructure/experiences? Any insight here or just all of the above?
- a. **This is one of the core questions the Roadmap should answer.**
23. Has the “Baseline Economic Impact Study” mentioned in Addendum A been completed yet?
- a. **It has been contracted but not begun.**
24. Can you provide the Workforce Survey results? The link to them on the Maine Brands website is broken.
- a. <https://maineoutdoorbrands.com/workforce/>